Saskatchewan Centennial 2005

100 YEARS OF HEART

2005-2006 PROVINCIAL BUDGET
PERFORMANCE PLAN

SASKATCHEWAN JUSTICE

105-05094/

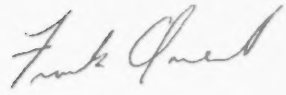
Minister's Message

In 2005, Saskatchewan will celebrate its Centennial as a province. Our Centennial provides a wonderful opportunity to focus on the future – to think about and plan for Saskatchewan's second century. An important part of that future is strong and vibrant communities, and healthy and self-reliant families. The Department is committed to completing the key actions included in the plan and will report on actual progress in the Department's July 2006 Annual Report.

In June 2004, the Ministers of Justice and Corrections and Public Safety received the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform. The Commission was established out of concern for the troubling rates of offending and victimization that occur within Aboriginal communities and with a genuine desire for reform. The Government of Saskatchewan has endorsed and accepts the Commission's recommendations.

The Government of Saskatchewan has also accepted the recommendations of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild released in October 2004.

The Department's performance plan reflects the key trends in Saskatchewan crime and responds to the recommendations of these two important Commissions. Reducing reliance on the justice system to solve social problems and changing the relationship between Aboriginal people and the justice system to reduce offending and victimization within Aboriginal communities will ensure that Saskatchewan remains an ideal place to live, work and raise a family.



Frank Quennell, Q.C.
Minister of Justice
and Attorney General

Who We Are

The mandate of Saskatchewan Justice flows from the historical and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability, and by extension, to a high quality of life for citizens.

Justice services must reflect the norms of the community and support a sound, healthy society. The justice system must effectively enforce the criminal law, including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community. The justice system must also provide effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues. Finally, the justice system must respond to the legal and social needs of people, particularly those in vulnerable circumstances and people involved in family disputes. As well, the Department has a responsibility to review its actions publicly in order to build and maintain public confidence in the justice system. The Stonechild and Milgaard inquiries are recent examples of this process.

Saskatchewan Justice has about 900 employees across the province working in the Battlefords, Estevan, Humboldt, La Ronge, Meadow Lake, Melfort, Moose Jaw, Prince Albert, Regina, Saskatoon, Swift Current, Wynyard, Yorkton and other locations. Department employees work with key government and community partners to administer and deliver justice, protect basic legal rights and relationships and provide other justice functions, such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law and Finance and Administration. A brief description of each of these areas is provided below.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

The Department is creating a new Access and Privacy Branch as a response to the Government of Saskatchewan's Privacy Assessment.

[1] *In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.*

COMMUNITY JUSTICE DIVISION

The Community Justice Division includes Law Enforcement Services, Community Services, Victim Services, and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, co-ordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker Program, the Police Commission and the Police Complaints Investigator. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry, provides for coroners' investigations and administers *The Safer Communities and Neighbourhoods Act.*

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

PUBLIC PROSECUTIONS DIVISION

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. Public Prosecutions Division also has a substantial role in training law enforcement officials such as police.

COURTS AND CIVIL JUSTICE DIVISION

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

CIVIL LAW DIVISION

The Civil Law Division provides general legal services to the departments, agencies, boards and commissions of the Government of Saskatchewan in a variety of areas, including legal support and strategic advice for the design and management of government programs, assessments of Crown liability, counsel work on litigation files and representation before various courts and tribunals.

PUBLIC LAW DIVISION

The Public Law Division provides legal services to Government, including advice on Aboriginal, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

FINANCE AND ADMINISTRATION DIVISION

The Finance and Administration Division provides administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services; Human Resources; and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

Responsibility for the Consumer Protection Branch also lies with this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

KEY PARTNERS

The following table outlines the key functions of the Department of Justice and lists the partners who deliver services that help us achieve our Plan's goals and objectives. The Department's key partners operate independently, but account to the Minister of Justice and Attorney General for any funding that they receive through the Department. Independence is a key value of the criminal justice system. While the Department is accountable for any resources allocated to it, it must balance this financial accountability with respect for the independence of its partners in terms of operational and professional responsibility (e.g. its relationship with the police and the judiciary).

Key Functions of Justice	Key Partners Required to Deliver Our Strategic Plan
Administration and delivery of justice • Prosecuting offences under the Criminal Code, the Youth Criminal Justice Act, and provincial statutes • Providing civil legal services to government • Providing provincial policing services • Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) • Recognizing and responding to the needs of victims of crime	• Judiciary • Department of Corrections and Public Safety • Police/RCMP • Federal/Provincial/Territorial Justice departments and agencies • Defence bar, including Legal Aid • Community justice agencies, including Aboriginal service delivery agencies • Aboriginal Courtworkers • Municipal and First Nations and Métis authorities involved in justice issues
Protection of basic legal rights and relationships • Protecting and managing the estates of dependent adults or minors through the Public Guardian and Trustee • Operating the provincial coroners system • Registering and/or licensing all corporations and entities that conduct business in the province • Enforcing maintenance orders • Regulating consumer and marketplace relations	• Private bar • Police/RCMP • Business organizations • Federal/provincial/territorial authorities exercising similar responsibilities
Other Justice functions • Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education • Administrating *The Freedom of Information and Protection of Privacy Act* • Providing legal publications through the Queen's Printer Revolving Fund • Operating the Marriage Unit	• Consumer organizations • Police/RCMP • Mediation, arbitration and collaborative law organizations • Federal/Provincial/Territorial authorities exercising similar responsibilities

Plan at a Glance

Saskatchewan Justice reviews and revises its goals and objectives on a regular basis as social, governmental and departmental priorities shift. Justice's goals and objectives reflect current needs and form the basis for key actions that address those needs.

Justice's 2005-06 Performance Plan, the fourth to be published, builds on the multi-year goals and objectives of the 2004-05 Plan. The 2005-06 Plan contains key actions for each objective. We are continuing to develop a complete set of performance measures.

The goals and objectives in the 2005-06 Performance Plan articulate the outcomes the Department is pursuing as we move towards our vision in the years to come. The performance measures are a key means to track progress in meeting our goals and objectives. In the 2005-06 Annual Report (July 2006) Saskatchewan Justice will report actual results compared to the expectations set out in this plan.

The Department's Performance Plan responds to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform and of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild through a package of key action items that include: improving the Coroner's Program; reforming the police public complaints process; increasing Aboriginal recruitment in policing, as well as participation and community involvement in the criminal justice system; and expanding the use of therapeutic approaches to justice.

VISION – A fair, equitable, and safe society supported by a justice system that is trusted and understood

GOAL #1

Safe Communities: Individuals are safe and secure from crime, the rights of people are protected, and crime is reduced

OBJECTIVE 1 - *Hold offenders accountable through effective enforcement and responses to offending*

Performance Measures:

- Offender accountability:
  - ~ Per cent of dollar amount of fines ordered paid within three years of disposition
  - ~ Per cent of dollar amount of provincial victim surcharges collected within three years of disposition
  - ~ Per cent of offenders successfully completing agreements in alternative measures programs

- Impact of targeted initiatives on crime rate – per cent change in auto theft crime in Regina
- Effectiveness in solving crimes – per cent of police-reported incidents cleared by charge or cleared otherwise
- Relationship between alternative measures programs and reoffending - per cent of offenders who re-offend following completion of agreements in alternative measures programs

OBJECTIVE 2 *- Protect the rights of persons in criminal processes*

Performance Measures:

- Access to courts – average length of time to next trial date in criminal proceedings (a) at northern points (b) in Saskatoon
- Services provided to accused – number of accused served by courtworkers in the Saskatchewan Aboriginal Courtworker Program
- Access to legal advice – number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

OBJECTIVE 3 *- Respond to the needs of victims throughout the criminal justice process*

Performance Measure:

- Access to and satisfaction with victim services programs
  - ~ Per cent of population with access to police-affiliated victim services programs
  - ~ Number of police-affiliated victim service programs
  - ~ Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services

OBJECTIVE 4 *- Engage communities in crime prevention and responding to offending*

Performance Measure:

- Community engagement – number of communities participating in community justice activities with Saskatchewan Justice

GOAL #2

Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal people

OBJECTIVE 1 - *Increase the participation of Aboriginal people in the administration of justice*

Performance Measures:

- Employment diversity – per cent of Justice employees who self-identify as Aboriginal
- Participation in community justice program delivery – number of people working in Justice-funded community justice programs delivered by Aboriginal organizations

OBJECTIVE 2 - *Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime*

Performance Measures:

- Partnerships with Aboriginal communities – per cent of on-reserve First Nations people served by community tripartite agreements

OBJECTIVE 3 - *Expand the use of restorative and therapeutic approaches in the justice system to address the needs of victims, offenders and community*

Performance Measures:

- Under development

GOAL #3

Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

OBJECTIVE 1 - *Improve access to effective dispute resolution processes*

Performance Measures:

- Effectiveness of civil dispute resolution processes – per cent of civil cases resolved following mandatory civil mediation
- Access to civil dispute resolution processes – average length of time from pre-trial to next available trial date for civil proceedings in Queen's Bench Court

OBJECTIVE 2 - *Support the resilience of children and families involved in family disputes*

Performance Measures:

- Effectiveness of programs supporting resiliency of children and families – per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office
- Effectiveness of programs to support resiliency of children and families – per cent of cases resolved following custody and access assessment

OBJECTIVE 3 - *Protect children and adults who need assistance to manage their affairs*

Performance Measures:

- Quality of return rate of investments – per cent difference between the four-year average rate of return on client assets invested by the Office of the Public Guardian and Trustee and the benchmark identified in the Investment Policy

GOAL #4

Marketplace Relations: The marketplace is fair, efficient and effective

OBJECTIVE 1 - *Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation*

Performance Measures:

- Efficiency of Response
  - ~ Per cent of telephone inquiries from consumers responded to within one business day
  - ~ Per cent of incorporations, registrations and fundamental changes of all types processed within five business days
  - ~ Per cent of incorporations, business registrations and fundamental changes of all types processed electronically

GOAL #5

Legal Services: Programs and policies of government are supported by appropriate legal services

OBJECTIVE 1 - *Provide quality legal services to government that are consistent, coherent, and cost-effective*

Performance Measures:

- Under development

2005-06 Financial Overview

The 2005-06 appropriation for Saskatchewan Justice is $212.1 million.

2005-06 ESTIMATES	*(in thousands of dollars)*
Central Management and Services	$ 19,345
Courts and Civil Justice	36,740
Legal and Policy Services	19,423
Community Justice	109,421
Marketplace Regulation	4,773
Boards and Commissions	22,375
Total Appropriation	$ 212,077
Capital Acquisitions	(625)
Amortization	480
Total Expense	$ 211,932
FTE Staff Complement (not in thousands)	914.4
REVENUES	59,590

Saskatchewan Justice provides funding to third party agencies such as the Royal Canadian Mounted Police (RCMP) and municipal police services ($100.7 million), Saskatchewan Legal Aid Commission ($16.0 million) and community based organizations ($2.8 million). The total 2005-06 Budget for third party agencies is $119.5 million or 56.4 per cent of the overall Justice appropriation.

Major funding allocations or changes in funding levels from 2004-05 include:

- $4.6 million for the RCMP's salary and inflationary costs;
- $2.6 million to respond to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform and the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild;
- $1.6 million in new funding for the Saskatchewan Legal Aid Commission;
- $375,000 to replace the 20 year old Justice Automated Information Network (JAIN) system; and
- $300,000 to create a new Access and Privacy Branch as a response to the Government of Saskatchewan's Privacy Assessment.

Trends and Issues

Saskatchewan Justice policies and programs are developed in response to a variety of indicators. It is important for the Department to identify and monitor current trends that influence our future planning. Keeping these issues in mind facilitates decision-making for the Department and its stakeholders.

CRIME TRENDS

The crime rate is a barometer of the well-being of Saskatchewan society, and drives much of what we do in the criminal justice system. The Saskatchewan crime numbers continue to be cause for deep concern. Crime rates are complaints of criminal conduct substantiated by police investigation. They are not a measure of criminal charging, which is much lower than the crime rate. Generally speaking, crime rates tell us more about how much and what type of crime is being experienced than about how or how well criminal justice institutions are responding.

The Saskatchewan crime phenomenon is related to linked, overlapping and mutually reinforcing patterns of disadvantage, marginalization and exclusion that negatively shape the lives of many young people, and Aboriginal young people in particular.[2] Young people aged 15 to 24 typically account for 4 in 10 people accused of a crime, with males accounting for 8 in 10 accused persons across all age groups.[3] People 15 to 24 also have rates of personal victimization that are 9 times higher than among those 55 and older.[4]

Saskatchewan has the highest provincial *Criminal Code* crime rate in Canada, a status it has held for six years running.[5] It also has the highest provincial violent and other *Criminal Code* rates. Saskatchewan's overall rate of crime, violent crime rate, property crime rate and rate of other *Criminal Code* offences have all increased over the past decade.

Of the 152,961 *Criminal Code* incidents reported in Saskatchewan in 2003, 13 per cent were violent crimes, 43 per cent were property crimes, and 44 per cent were other *Criminal Code* offences such as mischief, disturbing the peace, offences against the administration of justice, and weapons offences.

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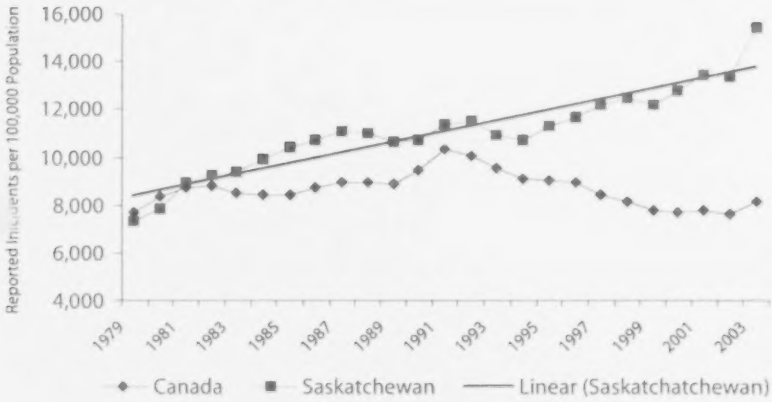
[2] *See Canadian Centre for Justice Statistics (CCJS),* Aboriginal Peoples in Canada *(Ottawa: Minister of Industry, 2001) for an overview of selected socio-demographic data on Saskatchewan Aboriginal peoples.*

[3] *CCJS,* Canadian Crime Statistics 2003 *(Ottawa: Minister of Industry, October 2004) Tables 3.15, 3.16 and 3.17.*

[4] *CCJS,* A Profile of Criminal Victimization: Results of the 1999 General Social Survey *(Ottawa: Minister of Industry, August 2001) p.10.*

[5] *CCJS, Uniform Crime Reporting Survey (UCR) 2003.*

Overall Crime Rates - Canada and Saskatchewan (1979-2003)



Source: CCJS, Uniform Crime Reporting Survey

Saskatchewan had the highest provincial youth crime rate in 2003, at 19,267 youth charged and youth cleared otherwise per 100,000 youth aged 12 to 17.[6] The rate was 14 per cent higher than the year before and 2.6 times the national average (7,302). The increase in Saskatchewan was due almost exclusively to a 36 per cent increase in the rate of youth cleared otherwise; the youth charge rate remained stable.

With a 16 per cent increase in 2003, Saskatoon overtook Regina to become the Census Metropolitan Area (CMA) with the highest crime rate among 27 CMAs in Canada. Regina CMA held this rank for the previous 8 years (Regina was second in 2003). In a Saskatchewan context they are middle-of-the-pack compared to a number of parkland and northern communities.

Data on victimization patterns from Statistics Canada's 1999 General Social Survey suggest that most Saskatchewan residents are about as safe as residents of other provinces. However, this does not hold true for all groups and communities. Saskatchewan's poorest communities, predominantly in the inner city, on-reserve and in the North, experience the most crime.

Most victims of violent crime in Saskatchewan know their assailant. For example, in 2002, a family member victimized about 18 per cent of victims of violent incidents and friends and acquaintances victimized 41 per cent. A stranger victimized the remaining 31 per cent.

The Department is responding to these concerns through key actions aimed at reducing crime through targeted and integrated initiatives such as the Regina Auto Theft Strategy, combatting organized crime and increasing youth accountability, while also increasing resources in the community and the criminal justice system to address the wider sources of crime (e.g. therapeutic courts, community capacity building, increasing community involvement and Aboriginal participation).

[6] *"Youth charged" means a youth has been identified as a suspect and a charge laid. "Youth cleared otherwise" means a youth has been identified as a suspect and no charge laid for a variety of reasons (e.g. police cautioning, complainant refuses to continue, use of alternative measures).*

ABORIGINAL INVOLVEMENT

Aboriginal people experience dramatically higher levels of offending, victimization and correctional supervision than non-Aboriginal people. Aboriginal people represent about 13.5 per cent of the provincial population and 10 per cent of the adult population 18 years of age and older,[8] yet account for about 40 per cent of those accused of crime, and a similar proportion of those victimized by violent crime.[9] Aboriginal women are especially vulnerable to spousal violence, being at least three times as likely as non-Aboriginal women to be assaulted by a current or former spouse.[10]

The following example illustrates the presence of the criminal justice system in the daily lives of Saskatchewan Aboriginal people: On any given day in 2001, about one in seven Saskatchewan Aboriginal adult men was under the supervision of provincial or federal correctional authorities, 23 times the rate for non-Aboriginal men. One in 50 Saskatchewan Aboriginal adult women was under the supervision of correctional authorities, 34 times the rate for non-Aboriginal women.[11]

Work continues on the development of community-based justice programs and services that involve First Nation, Métis and non-Aboriginal communities in identifying the crime-related issues they face and how best to address them. These programs typically involve crime prevention, public education, alternative measures, services for victims and processes that seek to resolve conflicts, repair harms and foster offender accountability and reintegration.

In June 2004, the Commission on First Nations and Métis Peoples and Justice Reform released its final report.[12] This report includes over 120 recommendations about empowering First Nations and Métis leadership; creating healthy, just, prosperous and safe communities; addressing violence and victimization; restorative justice; policing; eliminating racism; children and youth; and implementing the recommendations. The Commission also made numerous recommendations about specific justice reforms.

On behalf of the Government of Saskatchewan, Saskatchewan Justice and Saskatchewan Corrections and Public Safety are leading the development of an implementation structure and process for the Commission's recommendations. As well, 13 provincial government departments have developed an interdepartmental plan to implement the recommendations that emphasizes an integrated approach that uses limited resources wisely and builds on successful partnerships with Aboriginal organizations and the federal government.

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[7] *CCJS, Uniform Crime Reporting Survey version 2.2. Data are from a non-representative sample of 4 Saskatchewan municipal police departments (Regina, Saskatoon, Prince Albert and Moose Jaw), representing about half of the provincial volume of crime. These figures exclude incidents where the relationship between accused and victim are unknown (15 per cent of all incidents).*

[8] *Statistics Canada, 2001 Census of Population, custom tabulations prepared for CCJS.*

[9] *These estimates are based on 1997 victimization data for the Saskatchewan cities of Regina and Prince Albert, and accused data for Regina, Saskatoon and Prince Albert. See CCJS,* Police-Reported Aboriginal Crime in Saskatchewan *(Ottawa: Minister of Industry, 2000) for details.*

[10] *See CCJS,* Aboriginal Peoples in Canada, *p 7.*

[11] *These estimates prepared by Policy, Planning and Evaluation Branch, Saskatchewan Justice, in September 2001.*

[12] *Commission on First Nations and Métis Peoples and Justice Reform,* Final Report, Volume I: Legacy of Hope: An Agenda for Change *(June 21, 2004).*

THE CHANGING MARKETPLACE

Globalization and trade liberalization continue to be key factors affecting the Saskatchewan economy. As networks of digital communications increase, provincial and national borders are becoming less significant. In particular, the Internet raises questions and concerns about new types of criminal behaviour and how to detect and arrest criminals who may be in another province or country. As globalization and the information age gain momentum, harmonizing Saskatchewan legislation and regulations at the national and international level has become critical.

There continues to be a great deal of activity on trade matters due in part to the increasingly protectionist attitude of many U.S. producer groups and to increased awareness by departments and private interests of trade agreements in general. As a result, the demand for trade law advice continues to grow. Trade cases, such as the current softwood lumber proceedings/negotiations, the countervailing duty proceedings against wheat and against live swine and the border closure to cattle, require considerable internal legal resources and are impacted by other cost drivers including costs incurred by outside counsel. In addition to these specific files, the Public Law Division regularly provides advice to other departments, Crown corporations and agencies on the North American Free Trade Agreement (NAFTA), the World Trade Organization (WTO) and the Agreement on Internal Trade (AIT). There is a growing awareness of these agreements and their potential to impact government programs and initiatives. This has resulted in a proliferation of requests for assistance to ensure compliance with our trade obligations.

These trends also set the context for our ongoing efforts to foster fair and efficient marketplace relations and to devise marketplace regulations that safeguard consumer and public interests and support economic well-being. Care must also be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

FEDERAL/PROVINCIAL ENVIRONMENT

Justice is a shared responsibility between the federal and provincial governments. Parliament has primary responsibility for criminal law and some aspects of family law. The Province is responsible for the administration of justice through the Departments of Justice and Corrections and Public Safety. Federal legislation often imposes formidable obligations on the Department of Justice, as demonstrated by the extensive policy and program changes required by the *Youth Criminal Justice Act*, reforms to the *Divorce Act* and changes to the *Criminal Code* such as the introduction of the sex offender registry. This has placed a considerable strain on the Department's policy, evaluation and management resources.

Changes from 2004-05 Performance Plan

Justice's 2005-06 Performance Plan is substantially similar to the 2004-05 Plan. There are two major changes to the Plan:

- We have replaced Goal 2 Objective 3: "Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities" with "Expand the use of restorative and therapeutic approaches in the justice system to address the needs of victims, offenders and community". This reflects our commitment to the inclusion of therapeutic and restorative approaches in the criminal justice system, and is a response to certain recommendations of the Commission on First Nations and Métis Peoples and Justice Reform; and
- We have added a performance measure under Goal 4 Objective 1 to reflect the increasing importance of e-government in the incorporation and registration (as well as fundamental changes to incorporations and registrations) of businesses and other entities.

Goals, Objectives, Actions, and Measures

This section of the report provides details about where Saskatchewan Justice is headed (vision, goals and objectives). It describes what the Department will do to achieve its objectives (key actions) and how we will know if we are successful in making progress towards our longer-term objectives (performance measures).

The high level of crime in Saskatchewan is a major driver of the Department's costs, and our response to this high level of crime forms a major part of this Plan. We anticipate that the level of crime will continue to be high in the near future and will continue to drive many of Justice's costs.

The Department is largely satisfied that the Plan's performance measures will track progress towards its goals and objectives. The Department will continue, however, to refine some performance measures. The performance measures under Goal #2: Aboriginal Justice, for example, will be refined as we develop new approaches in response to the Commission on First Nations and Métis Peoples and Justice Reform. In addition, developing meaningful measures that reflect the desired outcomes of Goal #5 continues to be a challenge.

GOAL #1

Safe Communities: Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

***OBJECTIVE 1** - Hold offenders accountable through effective enforcement and responses to offending*

Saskatchewan citizens want their families, their homes and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims' services, court services, criminal law reform and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims in the criminal justice process.

Saskatchewan citizens also want offenders to be accountable. Justice has made youth and young adult accountability a priority, through developing integrated, targeted initiatives (e.g. the Regina Auto Theft Strategy) in conjunction with our key partners, as well as formulating other appropriate responses to youth misconduct. The Department is also responding to organized crime in the Province in order to make Saskatchewan a more hostile environment for gangs and other criminal organizations.

The Department is satisfied that the measures track progress towards the objective's outcomes. Two of the measures relate to outcomes for specific departmental initiatives, while the others are measures of the efficiency of programs and services that the Department influences significantly. These measures stand in place of wider measures of crime that are influenced by the external environment. Justice will continue to refine the existing measures.

Key Actions for 2005-06

- To improve the Coroner's Program, the Department will enhance forensic expertise and capacity in criminal and non-criminal cases in response to the report from the Stonechild Inquiry and other reviews.
- To deal with serious offending youth and young adults, the Department will continue to work in partnership with justice agencies to develop and evaluate integrated, targeted responses.
- To increase public safety and create a hostile environment for organized crime and gang activities, the Department will work nationally and regionally to combat organized crime strategically, including actions related to provincial and national co-ordination and by implementing *The Safer Communities and Neighbourhoods Act*.
- To enhance police capacity to detect repeat sex offenders, the Department will work with the police community and other jurisdictions to implement the Bill establishing the National Sex Offender Registry fully.

- To support youth justice reform, the interdepartmental committee co-chaired by Justice and Corrections and Public Safety will continue to evaluate and support a collaborative and balanced approach to holding youth accountable, including developing policy and practical responses to support appropriate use of police discretion and the least intrusive response of the justice system to youth misconduct.
- To enhance the effectiveness of the criminal justice system, the Department will take steps to implement changes to federal criminal law in partnership with stakeholders in the criminal justice system in areas such as sentencing and criminal process reform.
- To assist in addressing the underlying causes of crime, the Department will continue to play an active role in interdepartmental strategies such as School^{PLUS}, the Cognitive Disabilities Strategy and the Interdepartmental Committee on Family Violence.
- To improve the efficiency of court processes, the Department will implement the use of video conferencing in Saskatoon and examine the use of videoconferencing in the North.
- To improve the efficiency of court processes, the Department will continue to work in partnership on case management and early case resolution.

What are we measuring?	**Where are we starting from?**
Offender accountability	
• Per cent of dollar amount of fines ordered paid within three years of disposition	78.2% *[2003-04]*
• Per cent of dollar amount of provincial victim surcharges collected within three years of disposition	89.8% *[2003-04]*
• Per cent of offenders successfully completing agreements in alternative measures programs	87% *[2002-03; latest data available]*

Offenders are held accountable for their crimes in three ways: custodial sentences and community supervision orders [Corrections and Public Safety], financial commitments, such as fines and victim surcharges [Justice] and community justice programs, such as alternative measures [youth by Corrections and Public Safety and adults by Justice].

Justice continues to work on cost-effective methods of collecting unpaid fines. Community-based organizations funded through Justice and Corrections and Public Safety deliver alternative measures programs. Completion of the agreements reached in these programs depends on variables such as the skills of the mediator/facilitator and family support.

What are we measuring?	Where are we starting from?
Impact of targeted initiatives on crime rate – per cent change in auto theft crime in Regina	2,592 *[2003; latest data available]*

A targeted, integrated response by Justice, Corrections and Public Safety and Regina Police Service has been developed to more effectively hold offenders accountable for their actions when they steal vehicles in Regina. Beginning at a level of 3,849 thefts in 2001, a reduction of 28 per cent was experienced in 2002.

What are we measuring?	Where are we starting from?
Effectiveness in solving crimes – per cent of police-reported incidents cleared by charge or cleared otherwise	47.5% *[2002-03; latest data available]*

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g. diplomatic immunity; complainant refuses to continue; use of alternative measures).

What are we measuring?	Where are we starting from?
Relationship between alternative measures programs and reoffending – per cent of offenders who reoffend following completion of agreements in alternative measures programs.	Under development

Re-offending results from many social factors including the lack of family support and the degree of success of treatment programs. This measure may be considered a partial indicator of effectiveness of alternative measures programs.

To establish this measure, Justice will identify a sample of offenders referred to alternative measures programs who have successfully completed their agreements and a sample who were not successful. Re-offending rates will be calculated for the two groups.

OBJECTIVE 2 *- Protect the rights of persons in criminal processes*

The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.

Key Actions for 2005-06

- To ensure adequate access to criminal Legal Aid, the Department will support the Saskatchewan Legal Aid Commission in implementing its Strategic Plan.
- To examine practices in the administration of criminal justice in Saskatchewan the Department will continue to fund the inquiry into the wrongful conviction of David Edgar Milgaard.

What are we measuring?	**Where are we starting from?**
Access to courts – average length of time to next trial date in criminal proceedings	
• at northern court points	108 days *[2003-04]*
• in Saskatoon	118 days *[2003-04]*

Timeliness of the court process is critical in protecting the rights of persons in criminal processes and in improving the effectiveness of the court in serving the public.

What are we measuring?	**Where are we starting from?**
Services provided to accused – Number of accused served by courtworkers in the Saskatchewan Aboriginal Courtworker Program	12,093 *[2003-04]*

The Saskatchewan Aboriginal Courtworker Program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counselling and treatment programs.

What are we measuring?	Where are we starting from?
Access to legal advice – number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours	11,136 *[2003-04]*

The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls after regular office hours from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance. These calls are recorded on the database of the Saskatchewan Legal Aid Commission.

OBJECTIVE 3 *- Respond to the needs of victims throughout the criminal justice process*

The Department supports timely and appropriate responses to the needs of victims of crime. We believe that these needs are best met by:

- Effectively managing the Victims Fund[13] to maximize funding for programs and services
- Providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal people and persons with disabilities)
- Providing financial compensation and support services to help victims through the criminal justice process
- Helping victims have a greater voice in the criminal justice process
- Educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner

Key Actions for 2005-06

- To improve its services and supports for victims of crime, the Department will implement its response to the evaluation of victim services funded through the Victims Fund.
- To address family and intimate relationship violence, the Department will strengthen its relationship with Saskatchewan Towards Offering Partnership Solutions to Violence (STOPS to Violence) by supporting its community protocol template initiative.

[13] The Victims of Crime Act *provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.*

What are we measuring?	Where are we starting from?
Access to and satisfaction with victim services programs	
• Per cent of population with access to police-affiliated victim services programs	80% *[2004-05]*
• Number of police-affiliated victim services programs	17 *[2004-05]*
• Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services	62% *[2004-05]*

Seventeen community-based victim services programs serve victims of crime directly. They are funded by Justice and are part of municipal police services and RCMP. These programs are crisis intervention programs that are the main immediate and short-term forms of support for victims of crime and traumatic events such as accidental death. They provide information, support and referral for victims. They must be available to all Saskatchewan people and meet the needs of victims. The program evaluation completed in 2003-04 provided data on program improvement and client satisfaction with services and supports.

OBJECTIVE 4 - *Engage communities in crime prevention and responding to offending*

The Department supports community-based justice and restorative justice[14] strategies. These programs support a response to crime and conflict developed by communities in response to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.

Key Actions for 2005-06

- To promote community capacity, the Department will provide training for volunteer community boards serving in program areas such as victims services, community justice and police management.
- To support community organizations in crime prevention activities and to promote integration of crime prevention initiatives, the Department will continue to participate in decision-making processes with the National Crime Prevention Centre and its programs.

[14] *Restorative justice involves traditional methods of resolving conflict that are used by many cultures, including Canadian Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.*

What are we measuring?	Where are we starting from?
Community engagement – number of communities participating in community justice activities with Saskatchewan Justice	120 *[2003-04]*

The number of communities partnering with Saskatchewan Justice to offer justice-related programs provides a measure of community engagement in community justice activities. These programs include community justice programs, victim services programs, crime prevention programs and family violence prevention programs.

GOAL #2

Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal people

***OBJECTIVE 1** - Increase the participation of Aboriginal people in the administration of justice*

The Department supports the need to reform the justice system to better meet the needs of Aboriginal people. This includes involving Aboriginal people and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

Key Actions for 2005-06

- To increase Aboriginal involvement and respond to diversity needs in policing, over a three year period, the Department will support hiring 49 new police positions for RCMP and municipal police services (18 in 2005-06), 43 of whom will be Aboriginal, and it will assist in the development of strategies to recruit Aboriginal people for police services.
- To increase Aboriginal involvement and ownership over justice responses, the Department will involve more Aboriginal peoples and their community structures in program design and delivery such as police management boards and community justice committees.
- To increase Aboriginal involvement in developing justice responses, the Department will support a range of consultations to promote dialogue on issues raised by the Commission on First Nations and Métis Peoples and Justice Reform and other related matters.
- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies and actively recruit Aboriginal employees.
- To improve Departmental understanding of Aboriginal culture, the Department will support programs to increase cultural awareness for Department and justice system employees.

What are we measuring?	Where are we starting from?
Employment diversity – per cent of Justice employees who self-identify as Aboriginal	7.47% *[2003-04]*

Aboriginal people want to be more involved in working within the justice system to ensure programs are culturally relevant and responsive. Having individuals from the Aboriginal community working within the Department to ensure the interests of Aboriginal peoples are understood and incorporated into program development and implementation increases the confidence of Aboriginal people in the justice system.

What are we measuring?	Where are we starting from?
Participation in community justice program delivery – number of people working in Justice-funded community justice programs delivered by Aboriginal organizations	97 *[2003-04]*

Justice uses a community-based approach towards community justice programming, including community justice programs, the Saskatchewan Aboriginal Courtworker Program, First Nations Policing, Aboriginal Resource Officers Program, Aboriginal Family Violence Programs and Urban Aboriginal Crime Prevention Programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs. The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal people to deliver services. Aboriginal people indicate that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.

OBJECTIVE 2 - *Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime*

The Department, together with Aboriginal communities and Aboriginal leaders, seeks a justice system that accounts for cultural distinctiveness and actively involves Aboriginal people and communities in positive ways. The Department supports the need to reform the justice system to better meet the needs of Aboriginal people.

The Department partners with First Nations bands and tribal councils and Métis organizations to deliver community justice initiatives, such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. Sixty-seven of 72 First Nations deliver some or all of these services to their communities.

While the current measure addresses one important element of this objective (partnership with the Aboriginal community), the Department will continue to refine the types of data that could be tracked within existing resources around the desired outcomes of capacity building and addressing the causes of crime. Outcome measures may take longer to develop given the nature of the objective and that progress towards these outcomes depends on interaction with the community.

Key Actions for 2005-06

- To promote Aboriginal confidence in the criminal justice system, the Department will implement a response to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform and to the Stonechild Inquiry report.
- To promote Aboriginal confidence in the criminal justice system, the Department will reform the police public complaints process by enhancing independent investigation positions and establishing an independent Police Complaints Commission, increasing Aboriginal staff related to police public complaint investigations and amending *The Police Act, 1990.*
- To improve police response to northern community needs, the Department will support a review of the northern policing framework agreement.
- To improve relationships between the Aboriginal community and the courts, the Department will strengthen linkages between community and the court system that will meet Aboriginal language and cultural needs, including:
  - increased court locations on reserve
  - changes to arrangements for selecting juries
  - increased translation services
  - exploring expansion of the Cree Court concept and the use of Aboriginal Justices of the Peace in northern Saskatchewan.
- To improve Aboriginal involvement in promoting safe communities, the Department will increase the number of First Nations tripartite policing agreements and the overall number of police covered by these agreements.
- To assess the impact of the Aboriginal Justice Strategy, the Department will review and revise the Aboriginal Justice evaluation framework, with specific attention to expanding evaluation of the effectiveness of community justice programming.
- To support continued development of crime prevention capacity in northern communities, the Department will provide funding to northern community groups and partnerships to develop crime prevention initiatives.

What are we measuring?	Where are we starting from?
Partnerships with Aboriginal communities – per cent of on-reserve First Nations people served by community tripartite agreements	75% *[2003-04]*

Community Tripartite Agreements (CTAs) involve Aboriginal people in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments and Aboriginal people to partner with and build capacity in Aboriginal communities.

OBJECTIVE 3 - *Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities*

This revised objective was developed following a review of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform. One of the themes developed by the Commission in its recommendations (particularly Recommendations 4.2.1, 4.2.2 and 6.9) is that the Department should increase the use of therapeutic approaches to justice. Therapeutic approaches include the integration of therapeutic services, such as drug addiction programming, with criminal justice processes (e.g. the courts) through a partnership of criminal justice system, treatment service providers and community. To develop capacity for the delivery of this objective, key actions are identified for the Department to increase Aboriginal involvement and ownership over justice responses and to support a range of mechanisms that will increase Aboriginal involvement in developing justice responses.

The Department has not yet finalized any performance measures under this objective. The Department has formulated a set of draft measures related to the potential implementation of therapeutic courts, and will continue to perfect these measures for potential inclusion in the 2006-07 Performance Plan. We will also analyse the potential for other outcome measures under this objective, given the data that are or could be made available.

Key Actions for 2005-06

- To promote community engagement in reducing Aboriginal offending and victimization, the Department will expand the work of community justice committees and programs.
- To demonstrate a therapeutic/integrated community-based response to incidences of family/interpersonal violence, as recommended by the Commission on First Nations and Métis Peoples and Justice Reform, the Department will work with specific communities and other partner departments and agencies to support:
  - prevention
  - community capacity building
  - community counselling
  - therapeutic courts
  - community safety planning.
- To increase supports for Aboriginal victims of crime, the Department will expand the Victim/Witness Programs to the North.

- To reduce re-offending and the use of drugs or other substances by offenders, the Department will work with Corrections and Public Safety, Health and other partners to develop a model for a therapeutic court.
- To support analysis of the scope and causes of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place.
- To address family and intimate relationship violence, the Department will develop a response to the evaluation of the Aboriginal Family Violence Initiative conducted in 2004-05

What are we measuring?	**Where are we starting from?**
Under development	Under development

GOAL #3

Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

OBJECTIVE 1 *- Improve access to effective dispute resolution processes*

The Department provides dispute resolution mechanisms that resolve civil matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating and mystifying and ensuring that the values and interests of both parties are fully understood and fairly considered.

Key Actions for 2005-06

- To improve access for litigants, the Department will implement in 2005-06 its response to the review of Small Claims Court completed in 2004-05.
- To improve access to effective dispute resolution processes, the Department will expand the mandatory civil mediation program to additional judicial centres.

What are we measuring?	**Where are we starting from?**
Effectiveness of civil dispute resolution processes – per cent of civil cases resolved following mandatory civil mediation	47% *[2003-04]*

Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more serious matters. However, the measure depends on variables out of Justice's control, such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.

What are we measuring?	Where are we starting from?
Access to civil dispute resolution processes – average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court	90 days *[2003-04]*

Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public.

OBJECTIVE 2 - *Support the resilience of children and families involved in family disputes*

In order to assist children and families dealing with the difficulties of family breakdown and separation, the Department provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid in family law matters to low-income persons, parent education programs and children's education for separating or divorcing families, programs for victims of family violence, custody and access assessments and supervised access and exchange. These supports will help people involved in family disputes deal with difficulties in the healthiest way possible.

The measures under this objective are based on existing data sources, and are useful measures of our support for family resiliency. It has proven difficult to formulate outcome measures for this objective, given the data that are available. Evaluations of programs, such as the parent education program on separation and divorce, may serve as the basis for better measuring this objective. As we develop programs, such as child education on separation and divorce, we will assess our ability to collect data to support additional measures in these areas as well.

Key Actions for 2005-06

- To support the resilience of children and families, the Department will implement a pilot project to help parents enrolled in the Supervised Access or Exchange Program offered by Family Justice Services move to unsupervised access and exchange.
- To improve the effectiveness of support services, the Department will continue to respond to the recommendations contained in the evaluation of the Parent Education Program.
- To test the effectiveness of innovative approaches to reduce family disputes, the Department will evaluate its Support Variation Pilot Project and Information and Resource Centre.
- To support the implementation of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, the Department will continue to consult with the Aboriginal community concerning their needs and expectations in the area of family law and family justice services and will increase access to parent education materials for northern and Aboriginal people.

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families.
- To support families in the resolution of disputes, the Department will continue to work with the legal community and community-based organizations to identify gaps in services, improve referrals among agencies and to promote mediation and other collaborative problem-solving processes.

What are we measuring?	**Where are we starting from?**
Effectiveness of programs supporting resiliency of children and families – per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office	78% *[2003-04]*

Maintenance enforcement orders and agreements for financial support occur following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled. The Saskatchewan Justice Maintenance Enforcement Office has the highest collection rate in Canada.

What are we measuring?	**Where are we starting from?**
Effectiveness of programs to support resiliency of children and families – per cent of cases resolved following custody and access assessment	85% *[2003-04]*

Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The health and well-being of the families depend on effective and efficient means to resolve disputes about custody and access.

***OBJECTIVE 3** - Protect children and adults who need assistance to manage their affairs*

The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses and distributes assets.

The existing measure relates to the efficiency of our management of the affairs of children and adults. It is an adequate measure for one element of this objective. The Department has not, however, developed a measure that tracks protection of children and adults. The Department may attempt to do so, but is limited by the data that are available within existing resources. As the Department moves forward with initiatives such as the investigation of financial abuse and personal guardianship of vulnerable people, we will analyse the potential for measures in these areas.

Key Actions for 2005-06

- To protect the rights of people in vulnerable circumstances, the Department will implement the sections of *The Public Trustee Amendment Act* relating to financial abuse.

What are we measuring?	Where are we starting from?
Quality of return rate on investments – per cent difference between the four-year average rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy	+1.3% *[March 31, 2004]*

One of the functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The primary objective is to meet or outperform a benchmark portfolio constructed from rates of return on the Toronto Stock Exchange 300 (capped 10 per cent) Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills. Although the Office of Public Guardian and Trustee has a comprehensive Investment Policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

GOAL #4

The marketplace is fair, efficient and effective

OBJECTIVE 1 - *Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation*

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago. Businesses are evolving. In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and, more particularly, the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

Key Actions for 2005-06

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative.
- To promote harmonization in marketplace regulation, with the Saskatchewan Financial Services Commission (SFSC) the Department will support national initiatives to develop uniform security and pension laws.
- To support the Council of Ministers on Securities Regulation, the Department will implement a passport system of securities regulation that enables issuers and registrants to gain access to markets by dealing with one primary regulator.
- To enhance the transparency and accountability of corporations with respect to their shareholders, members and potential investors, new corporate governance provisions in *The Business Corporations Act* and *The Non-profit Corporations Act* will be proposed.
- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will continue its review of consumer protection legislation and delivery strategies.

What are we measuring?	Where are we starting from?
Efficiency of response	
• Per cent of telephone inquiries from consumers responded to within one business day	99.8% *[2003-04]*
• Per cent of incorporations, registrations and fundamental changes of all types processed within five business days	60% *[2003-04]*
• Per cent of incorporations, business registrations and fundamental changes of all types processed electronically	26% *[2003-04]*

Conducting service in a timely manner indicates that the branch is responsive to consumers and businesses and meets their expectations, thereby protecting their interests.

GOAL #5

Legal Services: Programs and policies of government are supported by appropriate legal services

OBJECTIVE 1 - *Provide quality legal services to government that are consistent, coherent, and cost-effective*

The Department is committed in all of its operations to the rule of law. The Department carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

Although a relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy and dispute resolution services, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

The Department continues to develop performance measures for this objective, though the nature of the desired outcomes presents difficulties for the formulation of measures.

Key Actions for 2005-06

- To ensure we are meeting our clients' needs, the Department will establish and monitor standards for timeliness in responding to client requests for legal services.
- To ensure lawyers continue to develop and improve their skills in delivering quality legal services, the Department will establish and monitor standards for continuing legal education.
- To assist clients in identifying, avoiding and resolving legal problems, the Department will develop a plan to enhance the delivery of client education opportunities.
- To support government's enhanced commitment to the protection of privacy, the Department will establish an office to assist executive government departments protect personal information while assisting them to understand and address their obligations to provide access to information.
- To assist executive government in managing projects with complex legal problems, the Department will work with Executive Council to develop protocols to support project management.

What are we measuring?

Under development

Where are we starting from?

Under development

For More Information

If you have any questions or comments, we invite you to call (306) 787-7872.

Or contact:

Saskatchewan Justice
Communications and Public Education Branch
1874 Scarth Street
Regina, Saskatchewan
S4P 3V7

Or send us an email through the Saskatchewan Justice website:
www.saskjustice.gov.sk.ca